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Project Management Professional - 2024 New Version

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### QUESTION 1

An organization's management system is being upgraded by an agile team. Although the project was scoped thoroughly, the functional requirements were handed over to the project team and there is no subject matter expert (SME) available to work on the project continuously. The project manager is concerned that the team's progress will be hindered by their lack of knowledge.

Which two project events will assist the project manager to ascertain if this is the case? (Choose two)

- A. Requirements analysis
- B. Retrospective
- C. Sprint planning
- D. Standup
- E. Backlog refinement

Correct Answer: AC

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### QUESTION 2

A project manager has been newly assigned to an existing project. The project manager noted that the input from a business unit, which is critical to the success of the project, was not included in any project assets. Instead, there were many complaints about the project's operational results and the alignment with solutions affected by the business unit's operations.

What action should the project manager take?

- A. Validate that the project requirements information is up-to-date.
- B. Determine the degree to which the project is in compliance.
- C. Optimize alignment among needs, expectations, and project objectives.
- D. Determine a strategy for change responses to new objective requests.

Correct Answer: C

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### QUESTION 3

We architects are unable to agree on how to approach certain components of the development that will be included in the upcoming sprint. After a one-on-one discussion, the architects have decided to each take ownership of a particular module of the system, and the team supports the decision.

What should the project manager do?

- A. Discuss the issue with the team to resolve the disagreement.
- B. Ensure that there is consensus among the project stakeholders.

- C. Discuss the issue during the next sprint planning meeting.
- D. Support the outcome of the architects' agreement.

Correct Answer: A

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#### QUESTION 4

During a system demo, a project stakeholder rejects the features completed from the most recent user stories. According to the stakeholder, the product does not meet the quality standards required by regulations. What should the project manager have done to avoid this?

- A. Reviewed with the product owner that all the stories worked on in the iteration were in the project backlog.
- B. Ensured that the project sponsor understood the scope of the project to avoid any future complaints.
- C. Reviewed with the product owner that all acceptance criteria were met for the stories worked on in the iteration.
- D. Ensured the stakeholder concerns were properly addressed in the iteration to avoid future setbacks.

Correct Answer: C

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#### QUESTION 5

A telecommunications project consists of departments spread across several countries with different cultures. The project team rarely meets in person, and each team member works independently using online reporting tools. What should the project manager do to ensure team members are committed to project success?

- A. Control and follow the project's main goals, budget, and schedule.
- B. Plan regular virtual meetings to motivate and support the team.
- C. Meet in small groups and share information by email with the rest of the team.
- D. Create a monthly report so everyone will be informed of the current status.

Correct Answer: A

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#### QUESTION 6

A project team member reads in a financial newspaper that the main project supplier is facing some financial difficulties and communicates this to the project manager. What should the project manager do?

- A. Add the situation to the project risk register to be managed
- B. Identify competitors that are qualified to replace the current supplier

- C. Inform the purchasing department that manages the supplier relationship
- D. Use the issue log to record the situation immediately

Correct Answer: D

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#### QUESTION 7

A project manager has recently taken over a project and notices that a client team member often halts progress due to a lack of understanding of some project elements. The former project manager gave the new project manager a complete list of people to communicate with, and this client team member is not on it.

What should the project manager do?

- A. Update the communications matrix to ensure that client team member is included.
- B. Submit a change request to cover extra hours associated with project meetings.
- C. Increase the project meeting frequency and duration to allow for the extra work required.
- D. Speak with the client team member about the continuous delays during project meetings.

Correct Answer: A

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#### QUESTION 8

During project initiation meetings, the project manager of a 9-month project states that a specific task would be out of schedule. At the project kick-off meeting, a key project stakeholder strongly objects, stating that this task is the key value of the project and should be completed on time.

What should the project manager do to reduce the chances of having a strong rejection from stakeholders during the project initiation stage?

- A. Develop a stakeholder-by-stakeholder engagement assessment matrix.
- B. Send a letter to the stakeholders to inform them about the project scope and start date.
- C. Schedule meetings with key stakeholders in advance to gather feedback on the project scope.
- D. Identify stakeholder rejection as a risk in the project risk register.

Correct Answer: A

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#### QUESTION 9

A project is in the execution phase. During a few planning sessions, the team brought up dependencies and risks based on their knowledge of other project. The project manager also received questions from the company in terms of how and

when the team planned to perform acceptance testing and training activities.

What should the project manager do next?

- A. Document the project management plans and share them with the company and all team members via email for review
- B. Create a log to track risks assumptions issues and dependencies and establish a periodic review with the stakeholders
- C. Add contingency in the schedule to account for dependencies and risks then review it with the team
- D. Engage with the company and the project team to determine the best course of action

Correct Answer: B

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#### QUESTION 10

A project has met the agreed-upon product requirements and is closing. There is time remaining in the schedule and excess budget. The resources are not yet scheduled to move to other projects. Several product champions want to continue adding functionality to the product.

What should the project manager do?

- A. Use the remaining time and resources to add additional scope to the project without spending the project budget.
- B. Ensure product quality by spending the remaining resources and time on additional quality checks for the product.
- C. Acknowledge the project closure criteria has been met and release the remaining budget and resources.
- D. Obtain approval from the sponsor to add additional functionality to the project deliverables with the leftover budget.

Correct Answer: C

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#### QUESTION 11

A project manager is performing earned value management (EVM) for a cross-country pipeline project. The project manager has determined the ratio of earned value (EV) to actual cost (AC) for the project and has found the calculated result to be 0.9024.

What does this value mean for the project?

- A. The project has started exceeding the planned cost.
- B. The project is earning less value than was planned.
- C. The project has earned more value than planned.
- D. The project is close to exceeding the planned cost.

Correct Answer: A

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#### QUESTION 12

An organization is using a hybrid delivery approach for a complex project. In the iteration review, a subject matter expert (SME) informed the team that new legislation will be published in a few months.

What should the project manager do?

- A. Ask the SME to provide details after the retrospective.
- B. Discuss the change in the next sprint planning.
- C. Discuss the change in the next release planning.
- D. Ask the SME to provide details in the next daily standup.

Correct Answer: C

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#### QUESTION 13

A project manager manages a bridge construction project. The project manager has received a major change request from a regulatory stakeholder to add one branch of the bridge to the engineering design. The project manager prepared a change request, which was reviewed and accepted by the change control board (CCB).

What should the project manager do now?

- A. Notify the project team about the change request's approval.
- B. Include the new branch of the bridge in the design.
- C. Communicate the decision to the stakeholder who requested the change.
- D. Evaluate the adjustments to the project management plan.

Correct Answer: D

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#### QUESTION 14

A project manager has recently been assigned to an agile project and discovers that a contractor for the project does not have any experience with agile. What should the project manager do?

- A. Ask the project sponsor to replace the contractor since they do not have agile experience
- B. Issue a formal notice to the contractor to obtain an agile certification
- C. Consult the project team to understand the extent of the training needs for the contractor
- D. Instruct the contractor to receive agile training since the project has already started

Correct Answer: C

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#### QUESTION 15

A project manager has commissioned a design study from a consulting firm to investigate a number of alternatives. The project manager has a strict policy on the cost of the study and has established a number of cost triggers and trend analyses.

Which tool is the project manager using?

- A. Time and materials (TandM) contract
- B. S-curve analysis
- C. Earned value (EV)
- D. Control chart

Correct Answer: C

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